



# STRATEGIC PLAN

## SUMMARY REPORT

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February 3, 2026

Dear President Gunsteen and Administrator Schumacher,

I am pleased to present the 2026-2028 Strategic Plan and Summary Report to the Village of Bartlett. This plan embodies the organization's goals, commitment to measurable outcomes, and dedication to delivering high-quality services to the community. While maintaining our focus on core public services, the Strategic Plan places special emphasis on key organizational objectives and provides a framework for proactive decision-making.

The updated strategic plan required months of diligent work, and it has been an honor to support Bartlett in this significant endeavor. I would like to extend my sincere gratitude to the Board and staff members who contributed their time and effort to this process.

Yours truly,

Cory Poris Plasch

President/CEO

CP2 Consulting

# Contents

Submission Letter	01
Executive Summary	03
Vision, Mission, Values	04
The Strategic Planning Process	05
Assessing the Current Environment	06
Stakeholder Engagement	07
Understanding the Environment	08
SWOT Analysis	09
Targets by Strategic Goal	10
Strategic Plan Participants	12

## Executive Summary

Beginning in June of 2025, the Village engaged in a strategic planning process. The process generated strategic goals covering 2026-2028.

The plan consists of five strategic goals, identified as the issues of greatest importance to the Village over the next four years. Each goal has an associated outcome, key outcome indicator, and performance target. These were determined through a facilitated process including board and staff and incorporating stakeholder feedback from focus groups and an internal stakeholder survey.

As part of the strategic planning process, the Vision and Mission were evaluated and the Village elected to update both.

A cross functional team of staff helped to further develop the Strategic Plan by identifying initiatives to achieve the Strategic Goals. This team will continue to work to develop and implement project plans for each initiative and create a communication plan to ensure that staff understand the overall goals, as well as being able to meaningfully incorporate action steps to achieve those goals into their overall responsibilities.



# Vision and Mission

## VISION STATEMENT

Bartlett is a forward-thinking community of choice where people feel that they belong and are proud to call home. We are a Village that values our past, cherishes our present and works together to thoughtfully plan for the future.

## MISSION STATEMENT

The Village of Bartlett is committed to preserving the high quality of life for our residents, providing fiscally sound, responsive municipal services, and delivering those services in a professional manner with integrity.



# The Strategic Planning Process

The Strategic Planning Process seeks to answer five questions:

1. Where are we right now? (Plan Development)
2. Where do we want to be? (Plan Development)
3. How do we get there from here? (Plan Implementation)
4. How will we know when we get there? (Plan Implementation)
5. Are there changes in the future external environment that we need to consider?

## DEVELOPMENT

### Where are we now?

Scan the Environment  
Conduct Internal and External Analysis (SWOT)  
Develop a Strategic Profile  
Identify Strategic Challenges

### Where are we going?

Define Our Mission  
Articulate Core Values  
Set a Vision  
Identify Key Intended Outcomes

## IMPLEMENTATION

### How will we get there?

Develop Initiatives  
Define Performance Measures  
Set Targets and Thresholds  
Spread Throughout Organization

### How will we know?

Create Detailed Action Plans  
Establish Accountability:  
Who, What, When  
Identify Success Indicators

## Assessing the Current Environment

The Strategic Planning Process began with a meeting with the consultant and Village staff. The meeting included a review of strategic planning principles, a discussion of organizational value proposition, the status of vision and mission statements, and a tutorial on preparing an Environmental Scan. The session concluded with a timeline for the planning process, assignments for preparation of the Environmental Scan, and a process for conducting the stakeholder outreach.



# Stakeholder Engagement

To answer the question “**Where are we now?**,” the Strategic Planning Process began with gaining an understanding of the operating environment. This is the first activity in developing a Strategic Plan as internal and external forces, dynamics, and constraints must be considered to arrive at the most effective strategy.

The Village of Bartlett has historically valued community engagement. The Village in 2018 conducted a roundtable with civic groups, taxing bodies, local and downtown businesses, resident groups, and Village commissions, plus a general call to residents. Additionally a community-wide survey was distributed in 2022 in conjunction with the branding work being conducted for the Village.

Efforts specific to the Strategic Plan included a digital gallery for residents with an associated survey, distributed through an email blast, multiple social media posts, and the Trending Now feature. The survey responses reflected clear and consistent prioritization themes, with the highest priority placed on financial stability, safety driven outcomes, and infrastructure needs including asset management. The information shared helped to determine final timelines and specific performance Targets. A forward facing dashboard will be created to continue to support community engagement efforts.

The Village also held a Measure Gallery specifically for staff. This open house provided staff the opportunity to review and comment on the plan and make recommendations for measurable performance Targets in addition to suggestions for implementation. Staff engagement was significant, leading to the addition of a third workshop due to employee interest. The workshops were held at different times at public works, the police department, and Village Hall in an effort to give staff from a variety of departments and work shifts the opportunity to participate. Their feedback and expertise were valuable additions to the process, and, along with the information from the resident survey, incorporated into the foundation and details of the new Strategic Plan.

# Understanding the Environment

An integral part of the Strategic Planning Process is a SWOT Analysis, which stands for strengths, weaknesses, opportunities, and threats. It provides a situational overview of the environment in which strategic planning takes place and allows a systematic examination of factors impacting the community. **Strengths and Weaknesses** examine the internal operating environment, while **Opportunities and Threats** evaluate the external operating environment.

To provide ample opportunity for reflection, a SWOT survey was distributed to the Board Members and staff prior to the Strategic Planning session. During the Strategic Planning Retreat, the SWOT data was reviewed to determine key themes and strategic issues.



# SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Experienced staff</li> <li>• Safety/ safe community</li> <li>• Fiscally responsible</li> <li>• Community engagement</li> <li>• Foundational experience at elected and appointed</li> <li>• New staff with fresh ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and transparency</li> <li>• Financial clarity/ questions</li> <li>• Outdated codes, plans and regulations</li> <li>• Small-scale, short-term thinking - asset management</li> <li>• Putting out fires instead of planning</li> </ul>	<ul style="list-style-type: none"> <li>• Economic development</li> <li>• Better use of data and tech</li> <li>• Collaboration with other taxing bodies</li> <li>• Open mind when working with others</li> <li>• Efficiency between departments</li> </ul>	<ul style="list-style-type: none"> <li>• The State of Illinois               <ul style="list-style-type: none"> <li>• Unfunded mandates</li> <li>• Legislation</li> </ul> </li> <li>• Pressure to meet expectations of board and the community</li> <li>• Social Media / Cybersecurity</li> <li>• Maintain trust with staff and with the public</li> <li>• Economic uncertainty</li> <li>• Old/aging infrastructure</li> <li>• Tax burdens: Many taxing districts, too high</li> </ul>

The Strengths and Opportunities groups combined to discuss how internal strength coupled with external opportunities could be enablers of success. The Weaknesses and Threats groups combined to discuss how internal weaknesses coupled with external threats could be challenges to success.

Then, the groups combined, and all participants reviewed the key themes. A list of strategic issues was determined, and included economic development, partnerships, staffing, infrastructure, water, diverse revenue streams needed, public safety, technology, commercial development and housing.

Finally, the most important organizational priorities were finalized taking into account information gathered throughout the process, including the Environmental Scan.

Through this analysis, five Strategic Goals were identified: Financial Sustainability, Future-Focused Development, Quality of Life, Future-Ready Workforce, Critical Infrastructure Preserved.

Participants then were divided into cross-functional groups. They determined desired Outcomes (what success looks like), Key Outcome Indicators (how to measure progress towards success), and Performance Targets (a measurable goal achieved by a defined date) for each Strategic Goal.

# Targets by Strategic Goal

STRATEGIC GOAL	OUTCOME	KEY OUTCOME INDICATOR	TARGET
Financial Sustainability	<p>Calibrate general corporate property tax levy to capture new growth</p> <hr/> <p>Percentage of Services Delivered Covered by Fees Collected</p> <hr/> <p>Grant Strategy Established</p>	<p>% growth</p> <hr/> <p>% project milestones met; # of services evaluated</p> <hr/> <p>% project milestones met; # of projects prepared</p>	<p>Present new growth data and police pension data to board by October annually</p> <hr/> <p>1. Water/Sewer Study completed by 12/2026</p> <p>2. Determine cost of all services delivered by 12/2028</p> <hr/> <p>1. Develop a Grant Matrix by May 2026</p> <p>2. Prepare 3 projects for grant eligibility annually</p>
Future Focused Development	<p>Developer in place for 20-acre parcel</p> <hr/> <p>Community's Vision for Downtown Understood</p> <hr/> <p>Increased residential housing options</p>	<p>% of project milestones met</p> <hr/> <p>% of project milestones met</p> <hr/> <p>% of project milestones met; # of development agreements</p>	<p>1. Planning consultant facilitates public engagement/visioning by 3/2026</p> <p>2. RFPs to developers 8/2026</p> <p>3. Select developer 3/2027</p> <hr/> <p>1. TOD implementation strategy launched by 12/2026</p> <p>2. Digital engagement to establish vision for downtown &amp; obtain public input by 6/2027</p> <hr/> <p>1. Enter into development agreements for multifamily developments by 12/2028</p>
Quality of Life	<p>Expanded Civic Engagement Opportunities</p> <hr/> <p>Coordinated Community Engagement</p> <hr/> <p>Evidence Based Safety Engagement</p>	<p>% of project milestones met</p> <hr/> <p># of meetings held; % of project milestones met</p> <hr/> <p>% of project milestones met</p>	<p>1. New EDC format fully implemented by 6/2026</p> <hr/> <p>1. Quarterly meetings by Village with community's under-engaged populations</p> <p>2. Village website launched by 9/2026</p> <hr/> <p>1. Data-driven program for public safety implementation by 12/2028</p>

## Targets by Strategic Goal (cont.)

STRATEGIC GOAL	OUTCOME	KEY OUTCOME INDICATOR	TARGET
<b>Future Ready Workforce</b>	Satisfied and Engaged Workforce	% of workforce interviewed	1. Stay interviews for 25% of workforce annually
	Staff Capacity to meet Service Demands	# of times data reported % of project milestones met # days to fill vacancies	1. Report service response time data quarterly beginning 9/2026 2. Minimum staffing levels established by 11/2027 3. Reduce time to fill for police vacancies by 10% by 7/2026
<b>Critical Infrastructure Preserved</b>	Assets Maintained Adequately to meet Level of Services	% project milestones met	1. Asset Management software implementation for: a. Streets by 12/2026 b. Water by 12/2027 c. Sewer by 12/2028
	Lead Service Lines Eliminated	% of lines eliminated	1. 1/3 of lines eliminated annually 2026-2028
	Oak Avenue Realignment	% of project milestones met	1. Phase I Engineering by 3/2027 2. Phase II Engineering by 3/2028
	Naperville + Rt. 59 Bike Connections	% of project milestones met	1. Engineering by 6/2027 2. Construction on connection begins by 6/2028

# Strategic Plan Participants

The strategic plan was developed with the hard work and dedication of many individuals. The Village Board and Staff led the way, taking time out of their schedules to commit to long-term thinking. They defined a direction and a set of outcomes that are important to the community stakeholders with whom they partner and serve.

## Village Board of Trustees & Staff

### Village President

Dan Gunsteen

### Trustee

Renée Suwanski

### Trustee

Stephanie Gandsey

### Trustee

John Battermann

### Village Clerk

Lorna Giles

### Trustee

Raymond H. Deyne

### Trustee

Adam J. Hopkins

### Trustee

Joe LaPorte

### Village Administrator

Paula Schumacher

### Assistant Village Administrator

Scott Skrycki

### IT Director

John Peebles

### Community Engagement Coordinator

Ricci Lucas

### Food and Beverage Manager

Paul Petersen

### Finance Director

Matt Coulter

### PDS Director

Kristy Stone

### Public Works Director

Dan Dinges

### HR Director

Janelle Terrance

### Police Chief

Ryan Conway

### Grounds Superintendent

Matt Giermak

### Head Golf Professional

Phil Lenz

### Consultant

Cory Poris Plasch, President, CP2 Consulting

